

**U.S. Department of Energy**  
**Washington, D.C.**

**ORDER**

**DRAFT**  
**DOE O 520.X**

Approved: XX-XX-05

This directive was reviewed and certified as current and necessary by Susan J. Grant, Director, Office of Management, Budget and Evaluation/Chief Financial Officer, XX-XX-05.

**SUBJECT:** CHIEF FINANCIAL OFFICER RESPONSIBILITIES

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1. OBJECTIVES.

- a. To set forth requirements for operating the Department of Energy (DOE) in full compliance with the Chief Financial Officers Act of 1990 [Public Law (P.L.) 101-576] and related Office of Management and Budget (OMB) policy guidance.
- b. To set standards for sound financial management policies and practices, effective internal controls, accurate and timely financial information, and well-qualified financial managers.
- c. To define functions, organizational roles, and specific financial management responsibilities of the DOE Chief Financial Officer (CFO), field CFOs or equivalents, and other Department officials.

2. CANCELLATION. DOE O 520.1 Chg 1, *Office of Chief Financial Officer*, dated 11-27-01.

3. APPLICABILITY.

- a. DOE Primary Organizations, including National Nuclear Security Administrations Organizations. Except for the exclusions listed in paragraph 3c, this Order applies to all DOE Primary Organizations, including the NNSA (see Attachment 1 for a complete list of Primary DOE Organizations). This Order automatically applies to DOE Primary Organizations created after it is issued.

The Administrator of NNSA shall assure that NNSA employees and contractors comply with their respective responsibilities under this Order.

- b. DOE Contractors. The Order does not apply to contractors.
- c. Exclusions. This Order does not apply to the Federal Energy Regulatory Commission as an independent regulatory commission and applies to the Bonneville Power Administration only to the extent that it is consistent with statutory authorities.

4. REQUIREMENTS.

- a. The Chief Financial Officers Act and related OMB policy guidance require that a CFO position be established to “direct, manage, and provide policy guidance and oversight of Agency financial management personnel, activities, and operations.”
- b. Employees in every DOE organization will support the CFO in meeting the financial management requirements.
- c. Field CFOs or equivalents will manage and operate their offices consistent with financial policies, procedures, and guidance promulgated by the CFO.
- d. Field CFOs or equivalents who report to heads of field elements, will be accountable to the Department CFO for field element financial management.

5. RESPONSIBILITIES.

- a. Secretary of Energy.
  - (1) Coordinates with White House personnel (and the OMB, when appropriate) on the President’s nomination of a CFO candidate.
  - (2) Appoints DOE Deputy CFO based on CFO recommendations and OMB position qualification standards and advice.
- b. Chief Financial Officer.
  - (1) Directs, manages, and provides policy guidance and oversight of DOE financial management personnel, activities, and operations.
  - (2) Reports directly to the Secretary and serves as advisor to the Secretary, Deputy Secretary, and other Departmental officials on financial management matters.
  - (3) Exercises Secretarial authorities that are specifically delegated to the CFO (Attachment 2, Delegation Order No. 00-008.00).
  - (4) Oversees all financial management activities related to DOE programs and operations.
  - (5) Provides financial information to Department officials in support of decision-making processes.
  - (6) Establishes financial management policies, procedures, and guidance for all Departmental components and for site/facility management contractors and other contractors as necessary.

- (7) Establishes and maintains internal control policies, standards, and compliance guidelines for financial management.
- (8) Seeks corrective actions as needed in response to findings of inappropriate financial management practices.
- (9) Provides recommendations to the Secretary on candidates for Deputy CFO.
- (10) Provides policy guidance to and advises heads of Departmental elements on financial management personnel qualifications, recruitment, performance standards, training, and retention.
- (11) Approves appointment of field (including NNSA) CFOs or equivalents. (Attachment 3, Designated Field Chief Financial Officer Positions).
- (12) For field CFOs' or equivalents' appointments and evaluations, including those in NNSA—
  - (a) consults in advance on qualifications and selection;
  - (b) advises and consults on the establishment or revision of position descriptions, qualification requirements, and performance standards; and
  - (c) provides comments on field CFOs' or equivalents' annual performance appraisals.
- (13) Advises heads of field elements regarding significant disciplinary actions and bonuses or awards.
- (14) Designates a representative to serve on the merit promotion or staffing panel that ranks applicants for a field CFO or equivalent position.
- (15) Concurs in heads of field element selection and reassignment of field CFOs or equivalents.
- (16) Consults on and supports the efforts of lead Program Secretarial Officers (LPSOs), Secretarial Officers (SOs), and NNSA officials to ensure that staffing levels and other resources are adequate to support financial management functions in organizations under their purview.
- (17) Coordinates with LPSOs, SOs, and NNSA officials the development of performance measurement systems for the evaluation and comparison of progress in achieving program objectives in light of resources expended.
- (18) Oversees the design, implementation, and maintenance of the Department's financial management and accounting information systems.

- (19) Ensures that financial management systems include effective internal controls.
- (20) Supports the collection and reporting of accurate financial information.
- (21) Facilitates the integration of accounting, performance, and budgeting data for systematic measurement of performance.
- (22) Coordinates with the Inspector General and other auditors to improve DOE financial statements and ensures that financial reports and supporting documentation are adequate and can be audited in a timely manner.
- (23) Reviews major legislation, programmatic proposals, and requirements for major procurements and advises DOE officials on Federal cost and benefit estimates.
- (24) Reviews and approves budget or financial reports and correspondence for transmittal to the Secretary, OMB, the President, Congress, or external entities.

NOTE: Concurrence typically would not be required for routine discussions with or presentations to local groups.

- (25) Coordinates briefings on Departmental budget or financial issues for the Secretary, OMB, the President, and Congress.
- (26) Formulates and oversees DOE budget execution and compliance with policy and operating guidance.
- (27) Prepares for the Secretary's approval the Department's annual plan to implement the five-year financial management plan prepared by the Director of OMB.
- (28) Monitors the financial execution of the Department's budget in relation to actual expenditures and prepares and submits to heads of Departmental elements timely performance reports.
- (29) Prepares and/or submits the annual comprehensive *U.S. Department of Energy Performance and Accountability Report* to the President, Congress, and OMB as required by section 902(a)(6) of P.L. 101-576 and the Reports Consolidation Act of 2000, P.L. 106-531 (31 U.S.C. 3516). The report includes—
  - (a) annual financial statements with accompanying management discussion and analysis and audit report [31 U.S.C. 3515 and

P.L. 103-356, the Government Management Reform Act of 1994 and 31 U.S.C. 3521(e)];

- (b) a report on management controls and financial systems [P.L. 97-255, the Federal Managers' Financial Integrity Act of 1982, 31 U.S.C. 3512(d)];
  - (c) a performance report [P.L. 103-62 (31 U.S.C. 1116), the Government Performance and Results Act of 1993];
  - (d) the Inspector General's summary of the most serious management and performance challenges facing the Department [31 U.S.C. 3516(d)]; and
  - (e) other information necessary to fully inform the President, Congress, and OMB concerning the status of the DOE finances, performance, management controls, and financial systems [31 U.S.C. 902(a)(6)(E)].
- (30) Provides guidance for development of Departmental financial management budgets.
  - (31) Reviews Headquarters financial management budgets and, as appropriate, submissions from the Field to ensure that resources contained therein are adequate for financial management activities.
  - (32) Advises and provides recommendations to the Chief Information Officer (CIO) and other Departmental officials regarding the acquisition, development, or implementation of management information systems that interface with DOE financial management systems.
  - (33) Approves (and consults with the CIO, as necessary, on) the design for other information systems that provide, in whole or in part, financial and/or program performance data used in financial statements and cost accounting and performance management reports.
  - (34) Biennially reviews fees, royalties, rents, and other charges for services and things of value the Department provides and makes recommendations on revising charges to reflect costs incurred.

NOTE: This CFO responsibility does not modify existing rate-making responsibilities of the Power Marketing Administrators.

- (35) Accesses, as needed, all records, reports, audits, reviews, documents, papers, recommendations, and other material that is DOE property (or is available to the Department) and is related to programs and operations for which the CFO has responsibility.

NOTE: Such access is subject to the limitations in the law established for Office of Inspector General (OIG) material [P.L. 101-576, section 902(b)(2)].

- (36) Acts as liaison with OMB and ensures DOE compliance with OMB budgetary and financial management policies.
- (37) Requests information or technical assistance from Federal, State, or local government entities as necessary to meet the responsibilities of this Order.
- (38) Approves and oversees implementation of DOE asset, cash, credit, and debt collection management systems, and accountability for property and inventory.
- (39) Represents the Department on the Chief Financial Officers Council.
- (40) Participates in Departmental information resources management and procurement policy councils and decision making.
- (41) Takes appropriate action to address the potential for or actual instances of improper financial management reported by field CFOs or equivalents.
- (42) Designates (in writing) authorizing officials to sign program release documents and determine the fund citations or accounting classifications that accompany each authorization and ensures that funds are used for the purpose for which they were appropriated (31 U.S.C. 1301).
- (43) Approves deviations from the standard DOE Acquisition Regulation (DEAR) financial management clauses in solicitations and contracts.

c. Head of Contracting Activity.

- (1) Ensures that standard financial management clauses are included in DOE site/facility management solicitations and contracts and, as appropriate, other contracts.
- (2) Ensures that field CFOs or equivalents are designated by the contracting officers as contracting officer representatives for the administration of financial matters for site/facility management contracts within their cognizance.

d. Lead Program Secretarial Officers, Secretarial Officers, NNSA Officials, and Deputy Administrator for Naval Reactors.

- (1) Operate in compliance with financial policy, procedures, and guidance promulgated by the CFO.

- (2) Coordinate with the CFO the development of performance measurement systems that evaluate and compare progress in achieving program objectives with resources expended.
- (3) Coordinate with the CFO activities and response to issues that have budgetary and financial impact.
- (4) Designate (in writing) Headquarters authorizing officials to sign program release documents and determine accompanying fund citations or accounting classifications and ensure that funds are used for the purposes for which they were appropriated (31 U.S.C. 1301).
- (5) Allocate staff positions and other resources adequate to support field financial management functions.

e. Head of Field Element.

- (1) Operates programs in a manner consistent with financial policy, procedures, and guidance promulgated by the CFO.
- (2) Ensures that the field CFO's or equivalent's office is organized and staffed adequately to support field finance and accounting, budget and planning, financial review, and other financial management functions.
- (3) Designates field CFO or equivalent positions for CFO approval.
- (4) Obtains advice, consultation, or concurrence on personnel actions as described in paragraphs 5b(12)-(15) of this Order.
- (5) Assists LPSO; SO; NNSA officials; field CFO or equivalent; and DOE CFO in resolving financial management issues.
- (6) Brings the potential for or actual instances of improper financial management to the attention of the LPSO, SO, or NNSA officials and supports the CFO and field CFO or equivalent in addressing those issues.
- (7) Supports the field CFO or equivalent in executing responsibilities reserved for or assigned to the CFO by statute, regulation, or Departmental policy.

f. Allotment Holder.

- (1) Establishes as maintains effective systems for the administrative control of funds allotted to the allotment holder and the commitment of funds, including the certification of funds availability for each transaction before obligation, in accordance with approved funding programs and allotments.

- (2) Ensures that funds are not obligated in excess of available budgetary resources.
- (3) Requests for apportionment in the new fiscal year sufficient funds to cover estimated obligations required for work-for-others activities.
- (4) Ensures that accounting reports are reconciled with source documents periodically and that errors are identified and corrective actions are taken in a timely manner.
- (5) Ensures that acceptance of voluntary service by the United States and employment of personal service are not in excess of that authorized by law.

NOTE: Exceptions are authorized for emergencies that pose risks to safety of human life or the protection of Federal property.

- (6) Designates (in writing) authorizing officials to sign procurement requisitions and determine accompanying fund citations or accounting classifications and ensures that funds are used for the purposes for which they were appropriated (31 U.S.C. 1301).

g. Field CFO or Equivalent.

- (1) Directs, manages, and provides policy guidance and technical direction and oversight to financial management personnel, activities, and operations, including activities and operations of subordinate reporting organizations.
- (2) Reports directly to the head of the field element and serves as advisor to senior field element officials, site offices, and DOE site/facility management contractors on financial management matters.

NOTE: Under a dual reporting relationship, the field CFO or equivalent also is functionally accountable to the Departmental CFO. (For NNSA, the field CFO is functionally accountable to the Associate Administrator for Management and Administration.)

- (3) Exercises Secretarial, NNSA Administrator, and Departmental CFO authorities specifically delegated to field CFOs or equivalents.
- (4) Ensures that finance and accounting, budget and planning, and financial review are conducted in compliance policy, procedures, and guidance promulgated by the Departmental CFO.
- (5) Provides financial information to field element managers and other Departmental officials in support of decision-making processes.



- (6) Interprets and implements Departmental financial management policies, principles and requirements and approves best practices and procedures necessary for site/facility management and other major contractors.
- (7) Establishes and reviews internal financial management control policies, standards, and compliance guidelines and seeks corrective actions when necessary.
- (8) Ensures that qualified, effective financial management professionals are available to support the field CFO or equivalent functions.
- (9) Supports LPSO, SO, and NNSA officials in developing performance management systems for evaluation of progress in achieving program objectives in relation to resources expended.
- (10) Monitors financial execution of the field element budget in relation to actual expenditures and prepares and submits to the head of the field element timely performance reports.
- (11) Establishes practices, standards, and measures for financial stewardship of field element resources.
- (12) Analyzes operations and provides financial reports on status, trends, and controls for execution and compliance purposes.
- (13) Reviews and approves all site/facility management contractor accounting systems for compliance with cost accounting standards, policies, and procedures promulgated by the Departmental CFO, OMB, Congress, and other regulatory entities.
- (14) Oversees the design, implementation, and maintenance of field element and site/facility management contractor financial management and accounting information systems, which must—
  - (a) include effective internal controls;
  - (b) support the collection and reporting of accurate financial information; and
  - (c) facilitate the integration of accounting, performance, and budgeting data for the systematic measurement of performance.
- (15) Serves as the focal point for—
  - (a) identifying, addressing, and resolving assigned site/facility management contractor financial management issues;

- (b) making cost (expense) versus capital funding decisions; and
  - (c) referring cross-cutting financial issues to the Departmental CFO.
- (16) Serves as the field element's principal point of contact with the OIG, Government Accountability Office (GAO), and other internal and external audit and review entities.
  - (17) Coordinates with the local OIG to improve field element financial statements and to ensure that financial reports and supporting documentation are adequate and can be audited in a timely manner.

NOTE: An internal control officer has been designated in the NNSA Office of Associate Administrator for Management and Administration to function as the principal point of contact with the OIG, GAO, and other external review groups.

- (18) Conducts a financial review program consistent with guidelines provided by the Departmental CFO.
- (19) Maintains cognizance of all major legislative initiatives affecting the field element; reviews field element programmatic proposals, requirements for major procurements, and changes in credit programs; and provides advice to field element officials on Federal cost and program benefit estimates.
- (20) Provides to the Departmental CFO field element input for the Secretary's annual plan for implementation of the five-year financial management plan prepared by the Director of OMB.
- (21) Prepares and/or submits field element input to the following DOE reports [as required by P.L. 101-576, section 902(a)(6) and P.L. 106-531, the Reports Consolidation Act of 2000 (31 U.S.C. 3516)]:
  - (a) the Department's annual financial statements (31 U.S.C. 3515) with accompanying management discussion and analysis and the audit report as required by P.L. 103-356 [31 U.S.C. 3521(e)];
  - (b) the Department's report on management controls and financial systems as required by P.L. 97-255 [31 U.S.C. 3512(d)];
  - (c) the Department's performance report as required by P.L. 103-62 (31 U.S.C. 1116); and
  - (d) other Departmental CFO reports to fully inform the President, Congress, and OMB concerning the status of DOE finances, performance, management controls, and financial systems as required by 31 U.S.C. 902(a)(6)(E).

- (22) Provides guidance for integrating accounting, performance, and budget information and for developing field element financial management budgets.
- (23) Recommends to the head of the field element (for submission to the Departmental CFO) financial management budget resource levels to execute all financial management responsibilities effectively and efficiently.
- (24) Approves the acquisition, development, and implementation of management information systems that interface with the DOE financial management system.
- (25) Approves in consultation with the field element CIO the design of information systems that provide financial and/or program performance data used in financial statements and cost accounting and performance management reports.
- (26) Recommends financial integration of contracts and provides rationale and supporting documentation to the Departmental CFO.
- (27) Recommends to the Departmental CFO any necessary deviations from standard DEAR financial management clauses in site/facility management solicitations/contracts and, as appropriate, other contracts.
- (28) Reviews biennially the fees, royalties, rents, and other charges for services and things of value the Department provides and makes recommendations on revising those charges to reflect costs incurred.
- (29) Accesses, as needed, all records, reports, audits, reviews, documents, papers, recommendations, or other material that is DOE property (or is available to DOE) and relates to programs and operations for which the field CFO or equivalent has responsibility.

NOTE: Such access is subject to the limitations in the law established for  
OIG material [P.L. 101.576, section 902(b)].

- (30) Acts as principal point of contact with the Departmental CFO and representatives of SOs and NNSA officials on budgetary and financial matters.
- (31) Implements financial aspects of DOE systems for managing assets, cash, credit, debt collection, and financial accountability for property and inventory.
- (32) Participates in field element information resources management and procurement policy councils and decisions.

- (33) Reports potential or actual instances of improper financial management to the Departmental CFO and SO or NNSA official.

6. REFERENCES.

- a. P.L. 101-576, the Chief Financial Officers Act of 1990.
- b. P.L. 106-531, the Reports Consolidation Act of 2000.
- c. P.L. 103-356, the Government Management Reform Act of 1994.
- d. P.L. 97-255, the Federal Managers' Financial Integrity Act of 1982.
- e. P.L. 103-62, the Government Performance and Results Act of 1993.

7. CONTACT. Questions concerning this Order should be brought to the attention of the Office of Financial Management (ME-10), (202) 586-4860, within the Office of Management, Budget and Evaluation/Chief Financial Officer.

SAMUEL W. BODMAN  
Secretary of Energy

**PRIMARY DEPARTMENT OF ENERGY ORGANIZATIONS  
TO WHICH DOE O 520.X IS APPLICABLE**

Office of the Secretary  
Departmental Representative to the Defense Nuclear Facilities Safety Board  
Energy Information Administration  
National Nuclear Security Administration  
Office of the Chief Information Officer  
Office of Civilian Radioactive Waste Management  
Office of Congressional and Intergovernmental Affairs  
Office of Counterintelligence  
Office of Economic Impact and Diversity  
Office of Electric Transmission and Distribution  
Office of Energy Assurance  
Office of Energy Efficiency and Renewable Energy  
Office of Environment, Safety and Health  
Office of Environmental Management  
Office of Fossil Energy  
Office of General Counsel  
Office of Hearings and Appeals  
Office of Independent Oversight and Performance Assurance  
Office of Inspector General  
Office of Intelligence  
Office of Legacy Management  
Office of Management, Budget and Evaluation/Chief Financial Officer  
Office of Nuclear Energy, Science and Technology  
Office of Policy and International Affairs  
Office of Public Affairs  
Office of Science  
Office of Security and Safety Performance Assurance  
Secretary of Energy Advisory Board  
Bonneville Power Administration  
Southeastern Power Administration  
Southwestern Power Administration  
Western Area Power Administration

**DEPARTMENT OF ENERGY  
DELEGATION ORDER NO. 00-008.00**

TO THE DIRECTOR OF THE OFFICE OF MANAGEMENT, BUDGET AND EVALUATION

1. **DELEGATION.** Under the authority vested in me as Secretary of Energy and pursuant to section 642 of the Department of Energy Organization Act (Public Law 95-91, 42 U.S.C. 7252), I delegate to the Director of the Office of Management, Budget and Evaluation (Chief Financial Officer) authority to take the following actions:

**Financial Matters**

- 1.1 Determine the existence and amount of employee indebtedness and the method of collecting repayments as provided by 5 U.S.C. 5514.
- 1.2 Exercise the authority of the Secretary related to the waiver of claims arising out of erroneous payments of pay or allowances or travel, transportation, or relocation allowances as provided in 5 U.S.C. 5584.
- 1.3 Exercise the duties and responsibilities of the Secretary for authorizing and approving travel and establishing policies and procedures on behalf of the Secretary with respect to employee travel and relocation allowances under 5 U.S.C., chapter 57, and the Federal Travel Regulation.
- 1.4 Certify vouchers and provide written authorization to Department of Energy (DOE or Department) employees to certify vouchers as provided in 31 U.S.C. 3325.
- 1.5 Carry out the responsibilities assigned to the Secretary with regard to the exchange of funds between the Department and the States (31 U.S.C. 6503) and the timely disbursement of funds (31 U.S.C. 3335).
- 1.6 In accordance with 31 U.S.C. 3527 and the GAO Policies and Procedures Manual for the Guidance of Federal Agencies, recommend or grant relief from accountability for losses or deficiencies of disbursing officers, cashiers, or other accountable officers.
- 1.7 Process the payment of claims by employees for personal property losses as provided by 31 U.S.C. 3721.
- 1.8 Carry out the responsibilities assigned to the Secretary with respect to prompt payments as provided in 31 U.S.C., chapter 39.2.
- 1.9 Act as trustee for Department of Energy escrow funds and carry out the responsibilities assigned to the Secretary for investing excess balances with the

Department of the Treasury in Treasury non-marketable Government account series securities or with minority financial institutions as provided in the "Department of Energy - Department of Treasury Agreement on Establishment of a Deposit Fund Escrow Account for Payments in Regard to Possible or Actual Violations of Law Enforced by DOE," of April 7, 1980.

- 1.10 Exercise the responsibilities assigned to the Secretary in 31 U.S.C. 3332(b)(1) with respect to the granting of waivers of the requirement to receive wage and salary payments electronically.
- 1.11 Exercise the responsibilities assigned to the Secretary in 31 U.S.C. 3332(e)(2) with respect to the granting of waivers of the requirement to make all recipient payments electronically.

*(Sections 2 and 3 omitted)*

4. **AUTHORITY TO REDELEGATE.**

- 4.1 Except as expressly prohibited by law, regulation, or this Order, the Director of the Office of Management, Budget and Evaluation may delegate this authority further, in whole or in part.
- 4.2 Copies of redelegations and any subsequent redelegations shall be provided to the Office of Management and Operations Support, which manages the Secretarial Delegations of Authority system.

5. **DURATION AND EFFECTIVE DATE.**

- 5.1 All actions pursuant to any authority delegated prior to this Order or pursuant to any authority delegated by this Order taken prior to and in effect on the date of this Order are ratified and remain in force as if taken under this Order, unless or until rescinded, amended or superseded.
- 5.2 This Order is effective December 6, 2001.

**DESIGNATED FIELD CHIEF FINANCIAL OFFICER POSITIONS**

Bonneville Power Administration	Vice President, Policy Management & Finance
Chicago Operations Office	Chief Financial Officer
Golden Field Office	Finance Team Leader
Germantown Office	Director, Office of Finance and Oversight
Idaho Operations Office	Chief Financial Officer
National Energy Technology Laboratory	Chief Financial Officer
National Nuclear Security Administration	Director, Office of Field Financial Management/CFO
National Petroleum Reserve No. 3	Finance Manager
Ohio Field Office	Chief Financial Officer
Oak Ridge Operations Office	Chief Financial Officer
Pittsburgh Naval Reactors Office	Chief Financial Officer
Richland Operations Office	Assistant Manager, Administration
Southeastern Power Administration	Assistant Administrator for Finance and Marketing
Schenectady Naval Reactors Office	Chief Financial Officer
Strategic Petroleum Reserve Office	Director, Planning and Financial Management
Savannah River Operations Office	Chief Financial Officer
Southwestern Power Administration	Director, Division of Financial Management and CFO
Western Area Power Administration	Chief Financial Officer